

Resourcing the Energy Management Programme

1.0 Introduction

The most frequent feedback we receive from Energy MAP participants is

“we haven’t enough time to spend on Energy Management”!! This is not a surprise when one considers that everyone at work today is really busy doing the “day job!”. Energy Management is usually an addition to someone’s other responsibilities.

If this is true in your case, the first thing you need to recognize is:

“ No man (or woman) is an island!”

You cannot do this alone so the first thing you need to do is get a team of people together to help you achieve the goal of setting up an effective energy management system.

2.0 Setting up the Energy Management Team

The first and most important task is to secure Management Commitment. The best way to do this is to talk with the most senior manager on site and put the case for action to him /her. If the Site Manager is convinced , you are well on your way to success. Ask the most senior manager to appoint one of the senior management team to act as Sponsor or Champion for the Energy Management Team. The person selected ideally needs to :

- Be a Member of the Management Team
- Have an interest in Energy Conservation
- Have some technical knowledge (desirable but not absolutely essential)
- Good at clearing roadblocks !!

Once this appointment is made, then the next step is to select an Energy Manager to lead the team. This will generally be a part time appointment. Ideally the person should:

- Have an interest in Energy Management
- Have Energy Management has some aspect of his /her existing job

- Have the time to lead the team
- Have support from his/her own line manager
- Have some technical knowledge (desirable but not essential)
- Be passionate about Energy !!

When the Team Leader is appointed the Team should be selected in collaboration with the Team Sponsor. Ideally team members should be:

- Enthusiastic
- Cross Functional (e.g. engineers, supervisors, operators, maintenance personnel)
- Cross Departmental (Representatives from Production, Engineering, Quality, Admin etc.)
- Willing to give regular feedback to their constituents
- Team players.
- Be willing to stay the course!!

The Royal Navy used to have a saying that “One volunteer is worth 10 pressed men”. However, that did not stop the Press Gangs !! Some team members may need to be encouraged !!

3.0 Securing Internal Resources

The team will require two main resources to function:

- Personnel (in the form of TIME from Team Members)
- Financial Resources (in the form of budget and perhaps some capital investment funds)

The TIME aspect of this work is important for the Team members themselves and for their line managers. We recommend that you budget the time requirement carefully at the outset. Tell the team member and their manager the likely time requirement per week and per month for meetings and for follow up work. This will ensure your chances of

securing the services of the personnel are greater than if they feel the commitment is “open ended”

The Champion should assist in securing a budget for the team. There will always be some small items of expenditure required. Some of these may be just for printing and other small expenses. Some may be for larger commitments for example, the services of an external consultant or the purchase of some energy monitoring equipment.

We suggest that you secure some budget availability at the outset. This will also demonstrate the management commitment to the process.

4.0 Utilisation of External Resources

On occasions there may be a need to secure additional assistance to help with the Energy Management Programme. We recommend that you retain FULL CONTROL of the management of the process in house !. We recommend that you only use external resources for specific , well scoped aspects of the overall energy management programme. The following external resources may be considered for specific aspects of the programme as follows:

- *Contract Personnel:* Assist with specific management & technical tasks
- *External Consultants:* Carry out specific investigations, Project Management and implementation.
- *Part Time / Summer Students:* Data gathering and assessment
- *Contract Electrician:* Data gathering, measurement of significant energy users
- *Specialist Suppliers:* Studies on specialist aspects of the project e.g. lighting, insulation
- *ESCo Partners:* Data gathering, analysis, project management & implementation

5.0 Summary



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The correct utilization of resources is of paramount importance to the success of the overall Energy MAP. Internal resources should be properly briefed with clear mandates and a clean objective. External resources may be used to good effect if the scope of their involvement is clearly defined. It is essential that the overall management of the programme is retained as an ‘in house’ activity by the company.